

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

FINANCIAL REPORT WITH  
SUPPLEMENTARY INFORMATION

Year Ended March 31, 2008

## Auditing Procedures Report

Issued under P.A. 2 of 1968, as amended and P.A. 71 of 1919, as amended.

Local Unit of Government Type <input type="checkbox"/> County <input type="checkbox"/> City <input checked="" type="checkbox"/> Twp <input type="checkbox"/> Village <input type="checkbox"/> Other		Local Unit Name Township of Norwich	County Missaukee
Fiscal Year End March 31, 2008	Opinion Date May 22, 2008	Date Audit Report Submitted to State May 27, 2008	

We affirm that:

We are certified public accountants licensed to practice in Michigan.

We further affirm the following material, "no" responses have been disclosed in the financial statements, including the notes, or in the Management Letter (report of comments and recommendations).


YES  
NO

Check each applicable box below. (See instructions for further detail.)

1. ☒ ☐ All required component units/funds/agencies of the local unit are included in the financial statements and/or disclosed in the reporting entity notes to the financial statements as necessary.
2. ☒ ☐ There are no accumulated deficits in one or more of this unit's unreserved fund balances/unrestricted net assets (P.A. 275 of 1980) or the local unit has not exceeded its budget for expenditures.
3. ☒ ☐ The local unit is in compliance with the Uniform Chart of Accounts issued by the Department of Treasury.
4. ☒ ☐ The local unit has adopted a budget for all required funds.
5. ☒ ☐ A public hearing on the budget was held in accordance with State statute.
6. ☒ ☐ The local unit has not violated the Municipal Finance Act, an order issued under the Emergency Municipal Loan Act, or other guidance as issued by the Local Audit and Finance Division.
7. ☒ ☐ The local unit has not been delinquent in distributing tax revenues that were collected for another taxing unit.
8. ☒ ☐ The local unit only holds deposits/investments that comply with statutory requirements.
9. ☒ ☐ The local unit has no illegal or unauthorized expenditures that came to our attention as defined in the *Bulletin for Audits of Local Units of Government in Michigan*, as revised (see Appendix H of Bulletin).
10. ☒ ☐ There are no indications of defalcation, fraud or embezzlement, which came to our attention during the course of our audit that have not been previously communicated to the Local Audit and Finance Division (LAFD). If there is such activity that has not been communicated, please submit a separate report under separate cover.
11. ☒ ☐ The local unit is free of repeated comments from previous years.
12. ☒ ☐ The audit opinion is UNQUALIFIED.
13. ☒ ☐ The local unit has complied with GASB 34 or GASB 34 as modified by MCGAA Statement #7 and other generally accepted accounting principles (GAAP).
14. ☒ ☐ The board or council approves all invoices prior to payment as required by charter or statute.
15. ☒ ☐ To our knowledge, bank reconciliations that were reviewed were performed timely.

If a local unit of government (authorities and commissions included) is operating within the boundaries of the audited entity and is not included in this or any other audit report, nor do they obtain a stand-alone audit, please enclose the name(s), address(es), and a description(s) of the authority and/or commission.

I, the undersigned, certify that this statement is complete and accurate in all respects.

<b>We have enclosed the following:</b>	Enclosed	Not Required (enter a brief justification)	
Financial Statements	<input checked="" type="checkbox"/>		
The letter of Comments and Recommendations	<input checked="" type="checkbox"/>		
Other (Describe)	<input type="checkbox"/>	N/A	
Certified Public Accountant (Firm Name) Campbell, Kusterer & Co., P.C.		Telephone Number 989-894-1040	
Street Address 512 N. Lincoln, Suite 100, P.O. Box 686		City Bay City	State MI
		Zip 48707	
Authorizing CPA Signature 	Printed Name Mark J. Campbell		License Number 1101007803

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

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# CAMPBELL, KUSTERER & CO., P.C.

CERTIFIED PUBLIC ACCOUNTANTS

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## INDEPENDENT AUDITOR'S REPORT

May 22, 2008

To the Township Board  
Township of Norwich  
Missaukee County, Michigan

We have audited the accompanying financial statements of the governmental activities and each major fund of Township of Norwich, Missaukee County, Michigan as of and for the year ended March 31, 2008, which collectively comprise the Township's basic financial statements as listed in the table of contents. These financial statements are the responsibility of Township of Norwich's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Township of Norwich, Missaukee County, Michigan as of March 31, 2008, and the respective changes in financial position thereof, for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis and budgetary comparison information listed in the table of contents are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management, regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming an opinion on the Township's basic financial statements. The other supporting information described in the accompanying table of contents is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied by us in the audit of the basic financial statements and, in our opinion, it is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

*Campbell, Kusterer & Co., P.C.*  
CAMPBELL, KUSTERER & CO., P.C.  
Certified Public Accountants

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

MANAGEMENT'S DISCUSSION AND ANALYSIS  
For the year ended March 31, 2008

The Management's Discussion and Analysis report of the Township of Norwich covers the Township's financial performance during the year ended March 31, 2008.

FINANCIAL HIGHLIGHTS

Our financial status remained stable over the last year. Net assets at March 31, 2008, totaled \$551,082.85 for governmental activities.

Overall revenues were \$199,845.86. Governmental activities had a \$50,299.41 increase in net assets.

We did not incur any new debt.

OVERVIEW OF FINANCIAL STATEMENTS

This annual report consists of three parts, management's discussion and analysis, the basic financial statements and required supplementary information. The basic financial statements include two different kinds of statements that present different views of the Township and the notes to the financial statements.

The first two statements are entity-wide financial statements and provide both long and short-term information about our overall financial status. These statements present governmental activities.

The remaining statements are fund financial statements, which focus on individual parts of the Township in more detail.

The notes to the financial statements explain some of the information in the statements and provide more detailed data.

Required supplementary information further explains and supports the financial statement information with budgetary comparisons.

ENTITY-WIDE FINANCIAL STATEMENTS

The entity-wide statements report information about the Township as a whole using accounting methods used by private companies. The statement of net assets includes all of the Township's assets and liabilities. The statement of activities records all of the current year revenues and expenses regardless of when received or paid.

The two entity-wide statements report net assets and how they have changed. Net assets are the difference between the entity's assets and liabilities and this is one method to measure the entity's financial health or position.

Over time increases/decreases in the entity's net assets are an indicator of whether financial position is improving or deteriorating.

To assess overall health of the entity you may also have to consider additional factors such as tax base changes, facility conditions and personnel changes.

All of the activities of the Township are reported as governmental activities. This includes the General Fund and the Fire Fund.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

CONDENSED FINANCIAL INFORMATION

For the Year Ended March 31, 2008

	<u>Total Governmental Activities 2008</u>
Current Assets	334 006
Capital Assets	<u>217 077</u>
Total Assets	<u>551 083</u>
Current Liabilities	-
Non-current Liabilities	<u>-</u>
Total Liabilities	<u>-</u>
Net Assets:	
Invested in Capital Assets	217 077
Unrestricted	<u>334 006</u>
Total Net Assets	<u><u>551 083</u></u>

	<u>Total Governmental Activities 2008</u>
Program Revenues:	
Fees and Charges for Services	13 992
Operating Grants and Contributions	42 541
General Revenues:	
Property Taxes	63 035
Other Taxes	5 627
State Revenue Sharing	48 137
Interest	11 126
Miscellaneous	<u>15 388</u>
Total Revenues	<u>199 846</u>
Program Expenses:	
Legislative	3 200
General Government	76 287
Public Safety	47 058
Public Works	9 341
Other	<u>13 661</u>
Total Expenses	<u>149 547</u>
Increase in Net Assets	50 299
Net Assets, April 1	<u>500 784</u>
Net Assets, March 31	<u><u>551 083</u></u>

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

MANAGEMENT'S DISCUSSION AND ANALYSIS  
For the year ended March 31, 2008

FUND FINANCIAL STATEMENTS

The fund financial statements provide more detailed information about the Township's funds, focusing on significant (major) funds not the Township as a whole. Funds are used to account for specific activities or funding sources. Some funds are required by law or bond covenants. The Township Board also may create them. Funds are established to account for funding and spending of specific financial resources and to show proper expenditures of those resources.

The Township has the following types of funds:

Governmental funds: All of the Township's activities are included in the governmental category. These funds are presented on the modified accrual basis, which is designed to show short-term financial information. You will note that the differences between the Township's entity-wide statements and the fund statements are disclosed in reconciling statements to explain the differences between them. The Township's governmental activities include the General Fund and the Fire Fund.

FINANCIAL ANALYSIS OF THE TOWNSHIP AS A WHOLE

Our cash position in the governmental activities remains stable.

FINANCIAL ANALYSIS OF THE TOWNSHIP'S FUNDS

The General Fund pays for most of the Township's governmental services. The most significant are assessing which incurred expenses of \$15,653.85 and building and grounds which incurred expenses of \$23,174.29. The Fire Fund pays for the Township's fire services. Fire protection incurred expenses of \$32,729.44.

CAPITAL ASSET AND LONG-TERM DEBT ACTIVITY

The Township's governmental activities invested \$58,170.94 in capital assets this year.

The Township has no debt at this time.

KNOWN FACTORS AFFECTING FUTURE OPERATIONS

The future of state revenue sharing is very clouded and it represents a significant portion of our income.

CONTACTING THE TOWNSHIP'S MANAGEMENT

This financial report is designed to provide our taxpayers, creditors, investors and customers with a general overview of the Townships finances and to demonstrate the Township's accountability for the revenues it receives. If you have any questions concerning this report please contact the Township Treasurer, Terrie Wiggins at (231)229-4203 or the Township Clerk, Lois Whipple at (231)229-4232.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

GOVERNMENT-WIDE STATEMENT OF NET ASSETS  
March 31, 2008

	<u>Governmental Activities</u>
ASSETS:	
CURRENT ASSETS:	
Cash in bank	319 805 92
Taxes receivable	9 200 19
Accounts receivable	<u>5 000 00</u>
Total Current Assets	<u>334 006 11</u>
NON-CURRENT ASSETS:	
Capital Assets	474 511 19
Less: Accumulated Depreciation	<u>(257 434 45)</u>
Total Non-current Assets	<u>217 076 74</u>
TOTAL ASSETS	<u>551 082 85</u>
LIABILITIES AND NET ASSETS:	
LIABILITIES:	
CURRENT LIABILITIES	<u>-</u>
Total Current Liabilities	<u>-</u>
NET ASSETS:	
Invested in Capital Assets, Net of Related Debt	217 076 74
Unrestricted	<u>334 006 11</u>
Total Net Assets	<u>551 082 85</u>
TOTAL LIABILITIES AND NET ASSETS	<u>551 082 85</u>

The accompanying notes are an integral part of these financial statements.



TOWNSHIP OF NORWICH  
Missaukee County, Michigan

GOVERNMENT-WIDE STATEMENT OF ACTIVITIES  
Year ended March 31, 2008

		Program Revenue		Governmental Activities
				Net (Expense)
	Expenses	Charges for Services	Capital Grants - Contributions	Revenue and Changes in Net Assets
<b>FUNCTIONS/PROGRAMS</b>				
Governmental Activities:				
Legislative	3 200 00	-	-	(3 200 00)
General government	76 286 66	2 992 00	-	(73 294 66)
Public safety	47 057 52	11 000 00	42 541 00	6 483 48
Public works	9 341 19	-	-	(9 341 19)
Other	13 661 08	-	-	(13 661 08)
<b>Total Governmental Activities</b>	<u>149 546 45</u>	<u>13 992 00</u>	<u>42 541 00</u>	<u>(93 013 45)</u>
General Revenues:				
Property taxes				63 035 21
Other taxes – swamp				5 627 25
State revenue sharing				48 136 88
Interest				11 125 29
Miscellaneous				<u>15 388 23</u>
<b>Total General Revenues</b>				<u>143 312 86</u>
<b>Change in net assets</b>				<u>50 299 41</u>
<b>Net assets, beginning of year</b>				<u>500 783 44</u>
<b>Net Assets, End of Year</b>				<u>551 082 85</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

BALANCE SHEET – GOVERNMENTAL FUNDS

March 31, 2008

	<u>General</u>	<u>Fire</u>	<u>Total</u>
<u>Assets</u>			
Cash in bank	172 658 52	147 138 67	319 797 19
Taxes receivable	5 520 40	3 679 79	9 200 19
Due from other funds	8 73	-	8 73
Accounts receivable	-	5 000 00	5 000 00
Total Assets	<u>178 187 65</u>	<u>155 818 46</u>	<u>334 006 11</u>
<u>Liabilities and Fund Equity</u>			
Liabilities	-	-	-
Total liabilities	-	-	-
Fund equity:			
Fund balances:			
Unreserved:			
Undesignated	178 187 65	155 818 46	334 006 11
Total fund equity	<u>178 187 65</u>	<u>155 818 46</u>	<u>334 006 11</u>
Total Liabilities and Fund Equity	<u>178 187 65</u>	<u>155 818 46</u>	<u>334 006 11</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

RECONCILIATION OF BALANCE SHEET OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF NET ASSETS  
March 31, 2008

TOTAL FUND BALANCES – GOVERNMENTAL FUNDS	334 006 11
Amounts reported for governmental activities in the statement of net assets are different because –	
Capital assets used in governmental activities are not financial resources and therefore are not reported in the governmental funds balance sheet:	
Capital assets at cost	474 511 19
Accumulated depreciation	<u>(257 434 45)</u>
TOTAL NET ASSETS – GOVERNMENTAL ACTIVITIES	<u><u>551 082 85</u></u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES –  
GOVERNMENTAL FUNDS  
Year ended March 31, 2008

	<u>General</u>	<u>Fire</u>	<u>Total</u>
Revenues:			
Property taxes	37 822 89	25 212 32	63 035 21
Other taxes - swamp	5 627 25	-	5 627 25
State revenue sharing	48 136 88	-	48 136 88
State grant	-	42 541 00	42 541 00
Charges for services	2 992 00	11 000 00	13 992 00
Interest	5 864 93	5 260 36	11 125 29
Rent	445 00	-	445 00
Miscellaneous	<u>1 744 13</u>	<u>13 199 10</u>	<u>14 943 23</u>
Total revenues	<u>102 633 08</u>	<u>97 212 78</u>	<u>199 845 86</u>
Expenditures:			
Legislative:			
Township Board	3 200 00	-	3 200 00
General government:			
Supervisor	4 221 99	-	4 221 99
Elections	1 382 27	-	1 382 27
Assessor	15 653 85	-	15 653 85
Clerk	8 388 30	-	8 388 30
Board of Review	900 00	-	900 00
Treasurer	11 073 49	-	11 073 49
Building and grounds	23 174 29	-	23 174 29
Cemetery	2 721 12	-	2 721 12
Unallocated	1 250 40	-	1 250 40
Public safety:			
Fire protection	-	32 729 44	32 729 44
Public works:			
Highways and streets	9 341 19	-	9 341 19
Other functions:			
Insurance	10 892 00	-	10 892 00
Pension	1 834 0	-	1 834 00
Payroll taxes	935 08	-	935 08
Capital Outlay	<u>4 105 00</u>	<u>54 065 94</u>	<u>58 170 94</u>
Total expenditures	<u>99 072 98</u>	<u>86 795 38</u>	<u>185 868 36</u>
Excess of revenues over expenditures	3 560 10	10 417 40	13 977 50
Fund balances, April 1	<u>174 627 55</u>	<u>145 401 06</u>	<u>320 028 61</u>
Fund Balances, March 31	<u><u>178 187 65</u></u>	<u><u>155 818 46</u></u>	<u><u>334 006 11</u></u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN  
FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
Year ended March 31, 2008

NET CHANGE IN FUND BALANCES – TOTAL GOVERNMENTAL FUNDS 13 977 50

Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report capital outlays as expenditures; in the Statement of Activities,  
these costs are allocated over their estimated useful lives as depreciation

Depreciation Expense	(21 849 03)
Capital Outlay	<u>58 170 94</u>

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES	<u><u>50 299 41</u></u>
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The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2008

**Note 1 — Summary of Significant Accounting Policies**

The accounting policies of the Township of Norwich, Missaukee County, Michigan, conform to generally accepted accounting principles as applicable to governmental units.

**Reporting Entity**

The financial statements of the Township contain all the Township funds that are controlled by or dependent on the Township's executive or legislative branches.

The reporting entity is the Township of Norwich. The Township is governed by an elected Township Board. As required by generally accepted accounting principles, these financial statements present the Township as the primary government.

**Government-Wide and Fund Financial Statements**

The government-wide financial statements, (the Statement of Net Assets and the Statement of Changes in Net Assets) report information on all of the non-fiduciary activities of the primary government. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. All the Township's government-wide activities are considered governmental activities.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include: (1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function. Taxes, intergovernmental payments and other items not properly included among program revenues are reported as general revenue.

Major individual governmental funds are reported as separate columns in the fund financial statements.

**Measurement Focus, Basis of Accounting and Financial Statement Presentation**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. When an expense is incurred for purposes for which both restricted and unrestricted net assets are available, restricted resources are applied first.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures relating to compensated absences, and claims and judgments are recorded only when payment is due.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

NOTES TO FINANCIAL STATEMENTS

March 31, 2008

Note 1 – Summary of Significant Accounting Policies (continued)

Governmental Funds

General Fund

This fund is used to account for all financial transactions except those required to be accounted for in another fund. The fund includes the general operating expenditures of the local unit. Revenues are derived primarily from property taxes, state and federal distributions, grants, and other intergovernmental revenues.

Special Revenue Fund

This fund is used to account for specific governmental revenues requiring separate accounting because of legal or regulatory provisions or administrative action.

Fiduciary Fund

The Current Tax Collection Fund is used to account for assets held as an agent for others.

Assets, Liabilities and Net Assets or Equity

Bank deposits and investments – Cash and cash equivalent investments include cash on hand, demand deposits, certificates of deposit and short-term investments with a maturity of three months or less when acquired. Investments are stated at fair value.

Receivables

Receivables have been recognized for all significant amounts due to the Township. Allowances for uncollectible accounts have not been provided for in that collection is not considered doubtful and any uncollected amount would be immaterial.

Inventories

Inventories of supplies are considered to be immaterial and are not recorded.

Property Taxes

Property taxes and other revenue that are both measurable and available for use to finance operations are recorded as revenue when earned.

Properties are assessed as of December 31 and the related property taxes become a lien on December 1 of the following year. These taxes are due on February 14 with the final collection date of February 28 before they are added to the county tax rolls. The 2007 tax roll millage rate was 1.9075 mills, and the taxable value was \$26,010,162.00.

Encumbrances

Encumbrances involving the current recognition of purchase orders, contracts and other commitments for future expenditures are not recorded.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

NOTES TO FINANCIAL STATEMENTS

March 31, 2008

**Note 1 – Summary of Significant Accounting Policies (continued)**

**Capital Assets**

Capital assets are defined by the Township as assets with an initial cost of more than \$1,500.00 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost. Donated assets are reported at estimated fair market value at the date of donation. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred. Depreciation on all assets is provided on the straight-line basis over the following estimated useful lives:

Building and improvements	10-50 years
Equipment	5-20 years

**Compensated Absences (Vacation and Sick Leave)**

Employees are not allowed to accumulate vacation and sick pay.

**Post-employment Benefits**

The Township provides no post-employment benefits to past employees.

**Fund Equity**

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

**Note 2 – Budgets and Budgetary Accounting**

The following procedures are followed in establishing the budgetary data reflected in these financial statements:

1. Prior to the beginning of the fiscal year, the proposed budget for each budgetary fund is submitted to the Township Board for consideration.
2. The proposed budgets include expenditures as well as the methods of financing them.
3. Public hearings are held to obtain taxpayer comments.
4. The budgets are adopted at the activity level by a majority vote of the Township Board.
5. The budgets are adopted on the modified accrual basis of accounting.
6. The originally adopted budgets can be amended during the year only by a majority vote of the Township Board.
7. The adopted budgets are used as a management control device during the year for all budgetary funds.
8. Budget appropriations lapse at the end of each fiscal year.
9. The budgeted amounts shown in these financial statements are the originally adopted budgets with all amendments that were approved by the Township Board during the fiscal year.



TOWNSHIP OF NORWICH  
Missaukee County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2008

**Note 3 – Deposits and Investments**

Michigan Compiled Laws, Section 129.91, authorizes the Township to deposit and invest in the accounts of federally insured banks, credit unions, and savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or federal agency obligation repurchase agreements; banker's acceptance of United States banks; commercial paper rated within the two highest classifications, which mature not more than 270 days after the date purchase; obligations of the State of Michigan or its political subdivisions which are rated as investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan. Financial institutions eligible for deposit of public funds must maintain an office in Michigan.

The Township Board has designated one financial institution for the deposit of Township funds. The investment policy adopted by the Board in accordance with Public Act 196 of 1997 has authorized investment in all investments authorized by state law as listed above.

The Township's deposits and investments are in accordance with statutory authority.

The Governmental Accounting Standards Board Statement No. 3, risk disclosures for the cash deposits are as follows:

	<u>Carrying Amounts</u>
Total Deposits	<u>319 924 52</u>

Amounts in the bank balances are without considering deposits in transit or uncleared checks.

	<u>Bank Balances</u>
Insured (FDIC)	114 223 50
Uninsured and Uncollateralized	<u>220 091 56</u>
Total Deposits	<u>334 315 06</u>

The Township did not have any investments as of March 31, 2008.

**Disclosures Relating to Interest Rate Risk**

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. One of the ways that the Township manages its exposure to interest rate risk is by participating in financial institution pooled funds and in mutual funds which hold diverse investments that are authorized by law for direct investments.

**Concentration of Credit Risk**

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. The financial institution pooled funds and the mutual funds do not have a rating provided by a nationally recognized statistical rating organization.

The investment policy of the Township contains no limitations on the amount that can be invested in any one issuer beyond that stipulated by Michigan law.

**Custodial Credit Risk**

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. Michigan law and the Township's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for deposits.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2008

**Note 3 – Deposits and Investments (continued)**

**Custodial Credit Risk (continued)**

The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. Michigan law and the Township's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for investments. With respect to investment, custodial credit risk generally applies only to direct investments in marketable securities. Custodial credit risk does not apply to a local government's indirect investment in securities through the use of mutual funds or government investment pools.

**Note 4 – Capital Assets**

Capital asset activity of the Township's Governmental activities for the current year was as follows:

	Balance 4/1/07	Additions	Deletions	Balance 3/31/08
<b><u>Governmental Activities:</u></b>				
Land and improvements	13 000 00	-	-	13 000 00
Building	250 000 00	-	-	250 000 00
Equipment	<u>153 340 25</u>	<u>58 170 94</u>	-	<u>211 511 19</u>
 Total	 416 340 25	 58 170 94	 -	 474 511 19
 Accumulated Depreciation	 <u>(235 585 42)</u>	 <u>(21 849 03)</u>	 -	 <u>(257 434 45)</u>
 Net Capital Assets	 <u><u>180 754 83</u></u>	 <u><u>36 321 91</u></u>	 <u>-</u>	 <u><u>217 076 74</u></u>

**Note 5 – Pension Plan**

The township has a defined contribution plan covering all full-time employees. The township contributes a percentage of each covered employee's wages to the plan. The covered employees also contribute a percentage of their wages to the plan. The net pension expense for the fiscal year ended March 31, 2008, was \$1,834.00.

**Note 6 – Deferred Compensation Plan**

The Township does not have a deferred compensation plan.

**Note 7 – Risk Management**

The Township is exposed to various risks of loss related to property loss, torts, errors, omissions, and employee injuries (workers' compensation). The Township has purchased commercial insurance for property loss, torts and workers' compensation claims. Settled claims relating to the commercial insurance have not exceeded the amount of insurance coverage in any of the past three fiscal years.

**Note 8 – Building Permits**

The township of Norwich does not issue building permits. Building permits are issued by the County of Missaukee.

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

**BUDGETARY COMPARISON SCHEDULE – GENERAL FUND**  
Year ended March 31, 2008

	Original Budget	Final Budget	Actual	Variance with Final Budget Over (Under)
<b>Revenues:</b>				
Property taxes	35 000 00	35 000 00	37 822 89	2 822 89
Other taxes - swamp	5 000 00	5 000 00	5 627 25	627 25
State revenue sharing	35 000 00	35 000 00	48 136 88	13 136 88
Charges for services	100 00	100 00	2 992 00	2 892 00
Interest	3 000 00	3 000 00	5 864 93	2 864 93
Rent	100 00	100 00	445 00	345 00
Miscellaneous	2 410 00	2 410 00	1 744 13	(665 87)
<b>Total revenues</b>	<b>80 610 00</b>	<b>80 610 00</b>	<b>102 633 08</b>	<b>22 023 08</b>
<b>Expenditures:</b>				
Legislative:				
Township Board	4 200 00	4 200 00	3 200 00	(1 000 00)
General government:				
Supervisor	4 300 00	4 300 00	4 221 99	(78 01)
Elections	900 00	2 400 00	1 382 27	(1 017 73)
Assessor	17 600 00	17 600 00	15 653 85	(1 946 15)
Clerk	10 500 00	10 500 00	8 388 30	(2 111 70)
Board of review	900 00	900 00	900 00	-
Treasurer	10 300 00	11 400 00	11 073 49	(326 51)
Building and grounds	36 500 00	37 500 00	23 174 29	(14 325 71)
Cemetery	5 750 00	5 750 00	2 721 12	(3 028 88)
Unallocated	3 425 00	3 485 00	1 250 40	(2 234 60)
Public works:				
Highways and streets	16 000 00	16 000 00	9 341 19	(6 658 81)
Other functions:				
Insurance	12 000 00	12 000 00	10 892 00	(1 108 00)
Pension	3 500 00	5 600 00	1 834 00	(3 766 00)
Payroll taxes	2 000 00	2 000 00	935 08	(1 064 92)
Capital outlay	5 500 00	5 500 00	4 105 00	(1 395 00)
<b>Total expenditures</b>	<b>133 375 00</b>	<b>139 135 00</b>	<b>99 072 98</b>	<b>(40 062 02)</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(52 765 00)</b>	<b>(58 525 00)</b>	<b>3 560 10</b>	<b>62 085 10</b>
<b>Fund balance, April 1</b>	<b>134 380 12</b>	<b>134 380 12</b>	<b>174 627 55</b>	<b>40 247 43</b>
<b>Fund Balance, March 31</b>	<b>81 615 12</b>	<b>75 855 12</b>	<b>178 187 65</b>	<b>102 332 53</b>

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

**BUDGETARY COMPARISON SCHEDULE – FIRE FUND**  
Year ended March 31, 2008

	Original Budget	Final Budget	Actual	Variance with Final Budget Over (Under)
Revenues:				
Property taxes	21 500 00	21 500 00	25 212 32	3 712 32
State grant	-	-	42 541 00	42 541 00
Charges for services – fire	10 000 00	10 000 00	11 000 00	1 000 00
Interest	1 550 00	1 550 00	5 260 36	3 710 36
Miscellaneous	-	-	13 199 10	13 199 10
Total revenues	<u>33 050 00</u>	<u>33 050 00</u>	<u>97 212 78</u>	<u>64 162 78</u>
Expenditures:				
Public safety:				
Fire protection	45 620 00	46 720 00	32 729 44	(13 990 56)
Capital outlay	<u>10 000 00</u>	<u>61 200 00</u>	<u>54 065 94</u>	<u>(7 134 06)</u>
Total expenditures	<u>55 620 00</u>	<u>107 920 00</u>	<u>86 795 38</u>	<u>(21 124 62)</u>
Excess (deficiency) of revenues over expenditures	(22 570 00)	(74 870 00)	10 417 40	85 287 40
Fund balance, April 1	<u>118 481 90</u>	<u>118 481 90</u>	<u>145 401 06</u>	<u>26 919 16</u>
Fund Balance, March 31	<u>95 911 90</u>	<u>43 611 90</u>	<u>155 818 46</u>	<u>112 206 56</u>

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

GENERAL FUND EXPENDITURES BY DETAILED ACCOUNT  
Year ended March 31, 2008

Township Board	<u>3 200 00</u>
Supervisor:	
Salary	4 200 00
Supplies	<u>21 99</u>
	<u>4 221 99</u>
Elections	<u>1 382 27</u>
Assessor:	
Contracted Services	14 039 58
Office Supplies	<u>1 614 27</u>
	<u>15 653 85</u>
Clerk:	
Salary	8 000 00
Supplies	<u>388 30</u>
	<u>8 388 30</u>
Board of Review:	
Wages	<u>900 00</u>
Treasurer:	
Salary	7 900 00
Office supplies	<u>3 173 49</u>
	<u>11 073 49</u>
Building and grounds:	
Repairs and maintenance	3 351 34
Utilities	10 334 58
Contracted services	<u>9 488 37</u>
	<u>23 174 29</u>
Cemetery:	
Wages	2 700 00
Repairs and maintenance	<u>21 12</u>
	<u>2 721 12</u>
Unallocated:	
Printing and publishing	188 23
Dues	487 55
Supplies	<u>574 62</u>
	<u>1 250 40</u>
Highways and streets	<u>9 341 19</u>
Insurance	<u>10 892 00</u>
Pension	<u>1 834 00</u>
Payroll taxes	<u>935 08</u>
Capital outlay	<u>4 105 00</u>
Total Expenditures	<u><u>99 072 98</u></u>

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

CURRENT TAX COLLECTION FUND  
STATEMENT OF CHANGES IN ASSETS AND LIABILITIES  
Year Ended March 31, 2008

	<u>Balance</u> <u>4/1/07</u>	<u>Additions</u>	<u>Deductions</u>	<u>Balance</u> <u>3/31/08</u>
<u>Assets</u>				
Cash in Bank	<u>502 845 72</u>	<u>816 895 61</u>	<u>1 319 614 00</u>	<u>127 33</u>
<u>Liabilities</u>				
Due to other funds	50 227 65	56 726 94	106 945 86	8 73
Due to other units	<u>452 618 07</u>	<u>760 168 67</u>	<u>1 212 668 14</u>	<u>118 60</u>
Total Liabilities	<u>502 845 72</u>	<u>816 895 61</u>	<u>1 319 614 00</u>	<u>127 33</u>

TOWNSHIP OF NORWICH  
Missaukee County, Michigan

CURRENT TAX COLLECTION FUND  
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS  
Year ended March 31, 2008

Cash in bank – beginning of year	<u>502 845 72</u>
Cash receipts:	
Property tax	<u>816 895 61</u>
Total cash receipts	<u>816 895 61</u>
Total beginning balance and cash receipts	<u>1 319 741 33</u>
Cash disbursements:	
Township General Fund	65 322 87
Township Fire Fund	41 622 99
Missaukee County	490 680 21
School District	211 332 57
Lake City Area School	501 123 84
Missaukee District Library	8 077 41
Refunds	<u>1 454 11</u>
Total cash disbursements	<u>1 319 614 00</u>
Cash in Bank – End of Year	<u>127 33</u>

# **CAMPBELL, KUSTERER & CO., P.C.**

**CERTIFIED PUBLIC ACCOUNTANTS**

MARK J. CAMPBELL, CPA  
KENNETH P. KUSTERER, CPA

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## **AUDIT COMMUNICATION AND REPORT OF COMMENTS AND RECOMMENDATIONS**

May 22, 2008

To the Township Board  
Township of Norwich  
Missaukee County, Michigan

We have audited the financial statements of the Township of Norwich for the year ended March 31, 2008. As required by auditing standards generally accepted in the United States, the independent auditor is required to make several communications to the governing body having oversight responsibility for the audit. The purpose of this communication is to provide you with additional information regarding the scope and results of our audit that may assist you with your oversight responsibilities of the financial reporting process for which management is responsible.

### **AUDITOR'S RESPONSIBILITY UNDER AUDITING STANDARDS GENERALLY ACCEPTED IN THE UNITED STATES**

We conducted our audit of the financial statements of the Township of Norwich in accordance with auditing standards generally accepted in the United States. The following paragraph explains our responsibilities under those standards.

Management has the responsibility for adopting sound accounting policies, for maintaining an adequate and effective system of accounts, for the safeguarding of assets, and for devising an internal control structure that will, among other things, help assure the proper recording of transactions. The transactions that should be reflected in the accounts and in the financial statements are matters within the direct knowledge and control of management. Our knowledge of such transactions is limited to that acquired through our audit. Accordingly, the fairness of representations made through the financial statements is an implicit and integral part of management's accounts and records. However, our responsibility for the financial statements is confined to the expression of an opinion on them. The financial statements remain the responsibility of management.

The concept of materiality is inherent in the work of an independent auditor. An auditor places greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than those items of lesser importance or those in which the possibility of material error is remote.

For this purpose, materiality has been defined as "the magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement."

An independent auditor's objective in an audit is to obtain sufficient competent evidential matter to provide a reasonable basis for forming an opinion on the financial statements. In doing so, the auditor must work within economic limits; the opinion, to be economically useful, must be formed within a reasonable length of time and at reasonable cost. That is why an auditor's work is based on selected tests rather than an attempt to verify all transactions. Since evidence is examined on a test basis only, an audit provides only reasonable assurance, rather than absolute assurance, that financial statements are free of material misstatement. Thus, there is a risk that audited financial statements may contain undiscovered material errors or fraud. The existence of that risk is implicit in the phrase in the audit report, "in our opinion."



To the Township Board  
Township of Norwich  
Missaukee County, Michigan

In the audit process, we gain an understanding of the internal control structure of an entity for the purpose of assisting in determining the nature, timing, and extent of audit testing. Our understanding is obtained by inquiry of management, testing transactions, and observation and review of documents and records. The amount of work done is not sufficient to provide a basis for an opinion on the adequacy of the internal control structure.

### **SIGNIFICANT ACCOUNTING POLICIES**

The significant accounting policies are described in Note 1 to the financial statements.

### **OTHER COMMUNICATIONS**

Auditing standards call for us to inform you of other significant issues such as, but not limited to, 1) Accounting estimates that are particularly sensitive because of their significance to the financial statements or because of the possibility that future events affecting them may differ markedly from management's current judgments; 2) Significant audit adjustments that may not have been detected except through the auditing procedures we performed; 3) Disagreements with management regarding the scope of the audit or application of accounting principles; 4) Consultation with other accountants; 5) Major issues discussed with management prior to retention; and 6) Difficulties encountered in performing the audit.

We have no significant issues, regarding these matters, to report to you at this time. Audit adjustments were minimal, and are available to review.

### **COMMENTS AND RECOMMENDATION REGARDING INTERNAL CONTROLS/ COMPLIANCE/ EFFICIENCY**

Our procedures disclosed the following conditions that we would like to bring to your attention:

#### **SEGREGATION OF DUTIES**

The Township's system of internal control is affected by the size of the staff that it can employ.

The ultimate accounting system would include enough employees to completely segregate all aspects of each transaction. Different departments or individuals would handle: transaction authorization, transaction execution, asset handling, recording of transactions, review of transactions and subsequent control of assets.

The Township cannot enact a complete segregation of all aspects of each transaction due to the nature of local units of government. The "cost to benefit" relationship also would not justify a complete segregation of all duties.

We recommend that the Township Board Members understand these circumstances when performing their oversight responsibilities.

These conditions were considered in determining the nature, timing and extent of the audit tests to be applied in our audit of the Township's financial statements and this communication of these matters does not affect our report on the Township's financial statements, dated March 31, 2008.

### **SUMMARY**

We welcome any questions you may have regarding the foregoing comments and we would be happy to discuss any of these or other questions that you might have at your convenience.

Sincerely,

  
CAMPBELL, KUSTERER & CO., P.C.  
Certified Public Accountants